



Projecting Tourism Development of Rural Area Based on Customer Satisfaction: SWOT Analysis Study

Riadatus Solihin¹⁾ Ramang H. Demolingo²⁾ Anas Pattaray³⁾ M. Rifqi Subakti Bahtiar⁴⁾

Universitas Hamzanwadi¹⁾, Universitas Nasional²⁾, Politeknik Pariwisata Lombok³⁾

University Sultan Zainal Abidin-Malaysia⁴⁾

E-mail: riadatussolihin@hamzanwadi.co.id, ramang.demolingo@civitas.unas.ac.id,
anas.pattaray@ppl.ac.id, rifqi.muhammad1397@gmail.com

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Abstract.

This paper aims to analyze and assess the strengths and weaknesses of Tete Batu Tourism Village to provide a recommendation for its development strategy. It is a qualitative case study, and the sample of this study was four tourism actors and 25 visitors that were selected through the snowball sampling technique. The interview was the instrument used to collect the data. The data were analyzed through some steps: transcription, categorization, data coding, and data interpretation. The result shows that there are four strengths of Tete Batu tourism village: diversity of destinations, amenities, tourism activities, and government sports. Secondly, accessibility, human resources, and ancillary services are the weaknesses of Tete Batu tourism village. Finally, there are several activities that Tete Batu can implement: extending the market share by targeting domestic customers, developing the four main attractiveness of the village based on customer preferences (destinations, amenities, tourism activities, and friendly local hospitality), developing sports tourism, cooperating with the government to provide some training and build up facilities, and applying an alliance management strategy with competitors.

Keywords: Tourism Village strength, Development Strategy, and SWOT analysis,

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1. Introduction

The tourism village is an alternative concept for developing sustainability in tourism. It offers some natural resources, historical context, and local culture or tradition. Nur Imansyah and Erafzon Saptiyulda (2019) defined a *tourism village* as an integration between attraction, accommodation, and supporting facilities that are presented in a structure of community life that integrates with applicable procedures and traditions. They also stated



that tourist villages are rural areas that have unique characteristics that make them tourist destinations with physical uniqueness and the social and cultural life of the local community as an attraction. So, based on those theories, a tourist village is a rural-based destination that offers the nature and uniqueness of a village, including the social and traditional culture of the local people, with some additional attractions and facilities.

The Ministry of Culture and Tourism (2020) stated that a tourism village is a village that has a distinctive appeal and is packaged naturally and attractively. Furthermore, the Ministry of Culture and Tourism also mentions the important factors in a tourism village, which are: 1) accommodation, providing accommodation in the form of residential buildings habited by the owner and partially used for rent by providing opportunities for tourists to interact in the daily life of the owner; 2) the attractions are the daily life of the residents and the physical setting of the village location where tourists can actively participate such as dance, festival, competition, and other specific matters; 3) activities such as learning something, climbing, and diving; 4) amenities such as institutions, souvenir shops, money changers, and tourist information centers; and 5) accessibility such as road access to the tourism village and availability of communication.

Along with the development of the of the tourism village, one of the key factors is the tourists' satisfaction. Generally, tourists' satisfaction lies in how good the tourism products and services are and how they perceive them. Arismayanti (2019) defined satisfaction as the pleasure or disappointment feeling of someone that is formed by comparing the result of a product or service with the expected expectation. If the product or service received exceeds the expected expectations, it can be concluded that the customer is satisfied. Conversely, if the product or service received is below expectations, the customer is dissatisfied. Biesok, G., and Wyrod-Wrobel (2011) also stated that satisfaction or dissatisfaction is a subjective feeling and is a result of a specific experience of individual perceptions and emotions. This satisfaction or dissatisfaction reflects a product or service. The satisfaction felt by the client is associated with the experience of his positive impression, and conversely, it will be linked to dissatisfaction with the lack of positive incentives.

It is well known that the increasing number of visitors to a tourist destination depends on customer satisfaction, which is influenced by the quality of tourism products and services. This is why understanding and knowing customer satisfaction is very important in sustaining the success of a tourism destination. Udayana, n.d. (2020) stated that ensuring tourist satisfaction is very important for the long-term success of a tourist destination, and it brings benefits to stakeholders, including industry, tourists, and local communities and also the benefits that a tourism destination can perceive if it concerns fulfilling customer satisfaction are that the customer will use and buy the product and service repeatedly, they will tell and recommend our product to their friends (mouth-to-mouth), loyal customers, and tourism product innovation.

Furthermore, Dzulkifli, M., and Masjhoer, J., (2020) agreed that tourist' satisfaction becomes a benchmark for improving the quality of tourism products to increase visitation and form tourist loyalty. Based on the study results carried out by Pinto (2006) that tourists experiencing higher satisfaction levels reveal favorable intentional behavior, that is the willingness to return and to recommend others. Moreover, the study also found that the

most satisfied tourists spent more time, on average, in the destination than the least satisfied tourists, with weaker intentions of returning or recommending the region.

By looking at the theory that explains how important customer satisfaction is, it seems relevant to formulate the development of a tourism village based on customer satisfaction. Analyzing customer satisfaction is important to gain information about what influences tourist satisfaction when visiting a tourism village. Furthermore, the data related to customer satisfaction can be used as a guideline for the development strategy of a tourism village-based customer satisfaction program. Ross and Iso-Ahol, Noe and Uysal, Branwell, and Schofield (1987) assert that satisfaction can be used as a measure to evaluate the products and services offered at the destination.

1.1 Tourism Village Concept

The tourism village is an alternative concept for developing sustainability in tourism. It offers some natural resources, historical context, and local culture or tradition. Nuryanti (2019) defined a *tourism village* as an integration between attraction, accommodation, and supporting facilities that are presented in a structure of community life that integrates with applicable procedures and traditions. Furthermore, Zebua (in Mir, 2019) stated that tourist villages are rural areas that have unique characteristics that make them tourist destinations with physical uniqueness and the social and cultural life of the local community as an attraction. So, based on those theories, a tourist village is a rural-based destination that offers the nature and uniqueness of a village, including the social and traditional culture of the local people, with some additional attractions and facilities.

The Ministry of Culture and Tourism (2020) stated that a tourism village is a village that has a distinctive appeal and is packaged naturally and attractively. Furthermore, the Ministry of Culture and Tourism also mentions the critical factors in a tourism village, which are: 1) accommodation, providing accommodation in the form of residential buildings inhabited by the owner and partially used for rent by providing opportunities for tourists to interact in the daily life of the owner; 2) the attractions are the daily life of the residents and the physical setting of the village location where tourists can actively participate such as dance, festival, competition, and other specific matters; 3) activities such as learning something, climbing, and diving; 4) amenities such as institutions, souvenir shops, money changers, and tourist information centers; and 5) accessibility such as road access to the tourism village and availability of communication.

Henry and Drabenstot (2010) note that the challenges rural communities face in promoting their economic growth are their remoteness and small scale. In addition, (Arismayanti, N., K., Sendra, I., M., Suwena, I., K., Budiarsa, M., Bakta, I., M., and Pitana (2019) put that a tourism village emphasizes some points: 1) a form of integration between attraction, accommodation, and supporting facilities presented in a structure of community life that integrates with applicable procedures and traditions; 2) a rural area that has unique attractions (both in the form of physics attraction, natural environment, and cultural social life), which is managed and packaged naturally and attractively.

Based on those theories, it showed that the criteria of a tourism village emphasize the uniqueness of the place, management, formulating some activities, promoting and creating market share to attract visitors, and improving the tourism business to improve the local economy.

1.2 Tourism Village Attractiveness

According to Kresic (2008), who defined attractiveness as attributes that influence or motivate visitors to visit a tourist village, Sebastian, V., Felix T., Mavondo, and Resinger (2009) argued that the attractiveness of a tourism destination often refers to the customers' perspective about how they received the destination with all kinds of facilities. In addition, Massidda, C., and Etzo (2012) emphasized that attractiveness is fundamental to tourism destinations. Also, Monica and Milena (2012) argued that tourism attractiveness is a key factor in destination marketing. Those theories showed that tourism's attractiveness depends on visitors' expectations, satisfaction, and value during their travel. This is also the main component for promoting tourism destinations. Andrianto, T., and Sugiana (2019) mentioned that there are four tourism components called the 4A that a place should fulfill to develop as a tourism destination. The 4 A's stand for attraction, accessibility, amenities, and ancillary service (Ismail, T., and Rohman, 2019).

The first component of the proposed approach is **attraction**. Vengesai, Mavondo, and Reisinger (2009) argued that attraction is one of the core determinants of destination attractiveness. Suanmali (in Chhanda and Hamimi, 2020) refers to a place or anything that influences visitors to visit a tourist village; it includes natural, cultural, recreational, and other activities. Furthermore, Chanda and Hamimi (2020) noted that tourist attractions also include natural attractions such as scenic mountains and valleys, scenery and natural attractions such as gardens and springs, scenic drives, parks, lakes, rivers, wildlife, caves, and underground formations. In addition, Pradana (2018) categorized tourist attractions as follows: a) natural features, including clear water, sunny days, land composition and landscape, forest elements, unusual vegetation, wildlife, national parks, and natural amenities such as hunting and photography. b) health centers such as natural mineral water mud baths and hot springs. c) artificial objects, such as historical, cultural, and religious objects. d) The way of life, tradition, and social way of life include the customs and habits of everyday life.

As per these theories, attraction emerges as the pivotal component of tourism's attractiveness. It is the cornerstone for developing a competitive edge in the tourism industry. The more captivating and distinctive the attractions of a tourist place, the greater its potential to attract tourists or customers.

The second tourism component proposed by the thesis's author is **accessibility**. Accessibilities are about providing facilities or creating access for tourists to tourism destinations. Ghose and Jhoan (2018) expounded that accessibility is about providing easy access, such as availability, affordability, and convenience of transport facilities and information to reach products, services, activities, and destinations. Eichhorn (2011) explained that tourism is a complex system where accessibility is an important component of interacting with customers' needs. In addition, Castro (2017) confirmed that tourism accessibility is the most important requirement when tourists plan their trips. Due to the guests' willingness to know about safety and other facilities that will support them in experiencing a comfortable journey, Castro (2017) also explained that accessibility is an important indicator that is fundamental for the measurement of tourist satisfaction.

In terms of tourism accessibility, Brielle and Alison (2020) accounted that accessibility is not only for normal visitors who do not have disabilities but also accessibility is

fundamentally about the inclusion of people with disabilities in tourism and society. Stumbo and Pegg (in Eichhorn and Buhalis, 2011) emphasized that all disabling barriers and constraints that impact tourism participation need to be reduced to allow for travel opportunities for all individuals. Based on the theories, accessibility is one of the important aspects of tourism attraction which focuses on providing and facilitating visitors to reach tourist destinations and activities.

The next component of tourism attractiveness in the thesis author's model refers to **amenities**. According to Suharto (2016), amenities are any facilities that are provided for visitors to stay in a tourist place and to enjoy the tourist destination or attraction. Baud Bovy and Lawson (in Hermawan, Wijayanti, and Nugroho, 2019): Amenities are all tourism service facilities that provide tourists with all their needs during their stay at a tourist destination. In addition, Carter J (1993) defined amenity as anything that provides beauty, pleasure, or unique experiences. Based on those theories, amenities are any supporting facilities that are available in a tourist place or destination that support tourists in enjoying their tourism activities.

The last element of tourism attractiveness in the proposed model is **ancillary service**. Ancillary service is an important aspect for visitors when conducting their tourism activities during their trip. Based on Adamo Digital Journal (2020), ancillary service refers to the extra value added to a travel package that customers can book along with their trips. There are some examples of ancillary services in travel tourism, including car rental direct transfer services, travel insurance, and online tour operators. Sunaryo (in Ilham and Edriana, 2019) explained that ancillary services are additional supporting facilities such as currency exchange facilities, credit cards, security, and friendly staff. Based on the theories, ancillary services are additional services that provide for tourists in a tourist place, aiming to satisfy tourists as well as have loyal customers.

In addition to that, Zhou (2005) defined the provision of reliable and responsive visitor services as significantly enhancing a destination's competitive advantage. The research conducted by Haber and Lerner (in Zhou, 2005) also emphasized that the range of services is the main attribute in the growth or decline of most destinations. This shows that ancillary service is one of the attractive aspects of a destination that tourists consider when choosing their trip destination, and the rating of our destination quality is based on how good a company is at providing the service for tourists.

1.3 Customer satisfaction as a measurement of tourism village attractiveness

Generally, tourists' satisfaction lies in how good the tourism products and services are and how they perceive them. Keller (2019) defined *satisfaction* as the pleasure or disappointment feeling of someone that is formed by comparing the result of a product or service with the expected expectation. If the product or service received exceeds the expected expectations, it can be concluded that the customer is satisfied. Conversely, if the product or service received is below expectations, the customer is dissatisfied. Grzegorz Biesok and Jolanta Wyrod-Wrobel (2011) also stated that satisfaction or dissatisfaction is a subjective feeling and is a result of a specific experience of individual perceptions and emotions. This satisfaction or dissatisfaction reflects a product or service. The satisfaction felt by the client is associated with the experience of his positive impression, and conversely, it will be linked to dissatisfaction with the lack of positive incentives.

It is well known that the increasing number of visitors to a tourist destination depends on customer satisfaction, which is influenced by the quality of tourism products and services. This is why understanding and knowing customer satisfaction is very important in sustaining the success of a tourism destination. Wang (in Hariani, Suryawardani, and Diarta, 2020) stated that ensuring tourist satisfaction is very important for the long-term success of a tourist destination, and it brings benefits to stakeholders, including industry, tourists, and local communities. Sheth (in Hariani, Suryawardi, and Diarta, 2020) added that the benefits that a tourism destination can perceive if it concerns fulfilling customer satisfaction are that the customer will use and buy the product and service repeatedly, they will tell and recommend our product to their friends (mouth-to-mouth), loyal customers, and tourism product innovation. Furthermore, Dzulkifli and Masjoer (2020) argued that tourist' satisfaction becomes a benchmark for improving the quality of tourism products to increase visits and form tourist loyalty. Based on the study results carried out by Pinto, Silva, Mendes, and Guerreiro (2006), tourists experiencing higher satisfaction levels reveal favorable intentional behavior, that is, the willingness to return and to recommend others. Moreover, the study also found that the most satisfied tourists spent more time, on average, in the destination than the least satisfied tourists, with weaker intentions of returning or recommending the region.

By looking at the theory that explains how vital customer satisfaction is, it seems relevant to formulate tourism village attractiveness based on customer satisfaction. Analyzing customer satisfaction is essential to gaining information about what influences tourist satisfaction when visiting a tourist village. Furthermore, the data related to customer satisfaction can be used as a guideline for the development strategy of a tourism village-based customer satisfaction program. Ross and Iso-Ahol, Noe and Uysal, Branwell, and Schofield (1987) asserted that satisfaction can be used as a measure to evaluate the products and services offered at the destination.

2. Research Method

This study was conducted in Tete Batu tourism village, Sikur District, Lombok Timur, Nusa Tenggara Barat, Indonesia. It aimed to identify and assess the strengths, weaknesses, and opportunities of Tete Batu tourism village based on customer satisfaction to provide recommendations for its development strategy. This study is a qualitative case study. This study used a qualitative case study approach due to its focus on identifying the real-life phenomenon issue, which needs to be evident, as well as evaluating and promoting a better strategy to develop Tete Batu tourism village. In this study, the author collected data by interviewing four tourism actors, such as the management of Tete Batu tourism village, the owners of some homestays, and local government staff. Additionally, the author also interviewed 25 visitors to Tete Batu tourism village.

The interviews were conducted in both Indonesian and English to ensure the validity of the data and to prevent any potential misunderstandings. The data in this study was analyzed through a qualitative descriptive study, which involved several rigorous steps: transcription, categorization, data coding, and data interpretation. This thorough process ensured that the findings were derived from a robust analysis of the collected data. In terms of suggesting a development strategy for Tete Batu tourism village, the author used SWOT analysis, a widely recognized and effective tool, to establish the recommended strategy. The

sample for this research consisted of 25 domestic tourists who had visited Tete Batu between 2022 and 2024, all of whom were between 20 and 25 years old.

3. Results and Discussion

3.1. Results

The research's findings indicate that Tete Batu's tourism hamlet has several relative strengths and weaknesses. Four things work in its favor: diversity of destinations, amenities, tourism activities, and government ports. The following is this tourist destination's shortcomings: accessibility, human resources, and ancillary services. Finally, there are several initiatives Tete Batu can take to increase its market share. These include focusing on domestic consumers, creating the village's four main points of attraction based on visitor preferences (attractions, amenities, tourism activities, and warm local hospitality), fostering the growth of the tourism industry, working with the government to develop infrastructure and provide some training, and implementing alliance management strategies with rival businesses.

3.2. Discussion

a. Strengths

The data showed that there are some strengths of Tete Batu tourism village: diversity of destinations, interesting amenities, diversity of tourism activities, traditional and cultural tourism, friendly local people, and government support. First and foremost, **the natural beauty of Tete Batu** is a major draw: it offers a variety of destinations, from serene paddy fields nestled amidst hills to the majestic Mount Rinjani with its crisp air, from the breathtaking panorama of terraced rice fields to the unique nature waterfalls and the enchanting monkey forest. These natural wonders are the crown jewels of Tete Batu's allure, beckoning visitors from far and wide. This is based on an interview with one of our informants:

"Tete Batu has many interesting tourist spots. It offers beautiful panoramas such as the beautiful view of the green paddy field surrounded by Mount Rinjani. This tourism village has some destinations which are very interesting for visitors, they are waterfalls, forest, and unique and beautiful homestay" (Interview with one of the domestic visitors, MA, 1st of April, 2024);

"Tete Batu has many beautiful tourist spots, especially natural views. You can enjoy the green paddy fields, and also you can see the beautiful view of Rinjani mountain with fresh air". (Interview with one of the domestic visitors, MH, 20th of April, 2022);

Based on the information, it can be summed up that tourists are impressed by visiting Tete Batu because of the beauty of the destinations or panorama of Tete Batu tourism village, such as the beauty of the expanse of rice fields, fresh air, cool temperature, being surrounded by hills, trees, and the beautiful scenery of Mount Rinjani.

The second strength of Tete Batu tourism village is its **amenities**. The unique, beautiful, and strategic location of the homestay and place to eat in Tete Batu motivates visitors to spend their holidays and stay longer. The homestays are located around the green paddy fields with a beautiful panorama, fresh air, quiet, and peace. In addition, the homestays are made from wood and bamboo, which adds to the additional value of nature and culture. Based on those facts, it is no wonder the existence of amenities, especially the homestay in Tete Batu, is creating the attractiveness of the place. It is based on the responses of some customers that were interviewed:

"An interesting tourist destination in Tete Batu is Villa Harmony, this villa has a very beautiful and interesting exotic natural beauty. This villa has a swimming pool and café. The accommodation price is relatively cheap" **(Interview with one of the domestic visitors, RW, 1st of May, 2024);**

"The amenities in Tete Batu which make from wood and bamboo. it looks like unique, more traditional, and elegant. They are such luxury places to stay with good facilities. One of the reasons to come to Tete Batu is the amenities, the existence of the homestay, western and local food provided in the restaurant or cafe, and fresh air" **(Interview with one of the domestic visitors, YI, 3rd of May, 2024);**

"The restaurant and the homestay are good, they are accessible. I am highly satisfied with conducting my tour activities" **(Interview with one of the domestic visitors, HI, 3rd of May, 2024).**

Based on the data, it can be concluded that the existence of homestays and places to eat in the tourist village of Tete Batu is one of the factors that highly influence tourists' satisfaction and motivation to visit and stay longer in Tete Batu.

Furthermore, homestays have become a popular tourist attraction in Tete Batu because of their strategic location alongside a beautiful expanse of rice fields surrounded by hills, a beautiful face of Mount Rinjani, and fresh air. Due to its strategic location, visitors can enjoy the beautiful panorama of the green paddy fields, hills, the face of Rinjani, and the beautiful sunrise in the morning at home. In addition, the homestay is also available with a swimming pool, a cafe, and several other supporting facilities. So that tourists can not only enjoy the beautiful scenery but also swim, eat, and enjoy morning coffee while enjoying the beauty of nature.

The third strength of Tete Batu is the variety of **tourism activities** that visitors can try. There are many kinds of tourism activities that tourists can try in Tete Batu, including environmental, traditional cultural, and sports tourism activities. In terms of environmental activities, visitors can try enjoying the beautiful panorama of the sunrise from the summit of Mount Rinjani while drinking coffee or having breakfast in the homestay. They can also walk around the green paddy fields or terraced rice fields, visit the monkey forest with a hundred or black monkeys, and enjoy the chirping of a hundred birds. In terms of traditional and cultural tourism activities, visitors can try cooking classes, which offer traditional cooking experiences with traditional tools. They can also try harvesting paddy in the rice fields with local people, making handicrafts, and exploring the culture and tradition in Tete Batu. In terms of sports tourism, Tete Batu offers tracking to Mount Rinjani, riding the bike from the top of hills, camping in the forest, swimming in the waterfalls, and fun biking. Those various kinds of tourism activities are part of the motive for visitors to visit Tete Batu. For thrill-seekers, Tete Batu offers a range of exciting sports tourism activities. From exhilarating bike rides through the hills to challenging tracking and hiking expeditions, there's no shortage of adventure here. One visitor even exclaimed:

"The most interesting when we visit Tete Batu is the tracking forest, especially when we use bicycles which is interesting for me. In Ulem-Ulem Bike cycle park we can enjoy the beautiful view from the top while riding the bike cycle" **(Interview with one of the domestic visitors, DI, 3rd of May, 2024).**

Furthermore, there are some other sports tourism activities that visitors can perform, such as swimming and bathing in several waterfalls, enjoying the beauty of the green paddy fields, camping, tracking Mount Rinjani, cycling, exploring the village, visiting the monkey forest, and enjoying coffee, drinks, and food while enjoying the beautiful scenery. The diversity of tourist destinations motivates visitors to visit Tete Batu tourism village.

The last strength of Tete Batu tourism village is the **government sport**; currently, Tete Batu represents Indonesia in the Best Tourism Village competition that is held by the World Tourism Organisation, or UNWTO. Yusron, the head of tourism in West Nusa Tenggara Province (2021), said that the government of West Nusa Tenggara Province appreciated the effort of the east Lombok Timur Region in preparing and supporting Tete Batu in the UNWTO competition, and the government and some of the tourism associations provide training that focuses on the capacity building of tourism villages and the management of tourism places or areas. This fact proved that Tete Batu is currently well supported by the government. Even though government support is not optimal yet, One of the informants who contributed to this research said:

"In the beginning, we developed this tourism by ourselves without government support, especially in providing and developing accommodation. We started by building a small and simple homestay from wood and bamboo, and we also used our house as the homestay. When we are successful and have good progress, our government starts to give us attention, and support us" (Interviewed with one of Tete Batu tourism actors, RA, 3rd of May, 2024).

The information proved that, so far, Tete Batu tourism village has been managed and developed by citizens of Tete Batu. The government's contribution to the development of Tete Batu tourism village is still lacking. Because the government just started getting involved in the development of the Tete Batu tourism village when Tete Batu had positive progress.

b. Weaknesses

The **weaknesses** of Tete Batu Tourism Village are accessibility, marketing, small market share, a lack of human resources, and ancillary services. The **accessibility** in Tete Batu tourism village is not adequate, especially on the main street. It is a bit narrow, so it is hard for the visitors to control their transportation when they pass by other transportation, such as buses or cars. In addition, access to some destinations is quite dangerous. For example, to access the Sarang Wallet waterfall, visitors need to pass the cave, rocks, and big stones. In other cases, the information about Tete Batu tourism village on the internet is not managed well, and Tete Batu does not have a central website from which visitors can easily get information. The internet connection in Tete Batu is also one of the problems because in some destinations there is no signal or internet connection. One of the informants emphasizes that:

"The fundamental obstacle to carrying out my tourism activity is an internet connection and sometimes the homestay does not provide WIFI" (Interview with one of the domestic visitors, MD, 5th of May, 2024).

Secondly, the weakness of Tete Batu is **marketing**. Tete Batu management or tourism actors do not have sufficient skill in promoting their tourism products, especially in the digital marketing concept. They only use social media such as Facebook, Instagram, and

YouTube to sell their products on some of the e-commerce applications such as booking.com and TripAdvisor. The effect of this case is that Tete Batu is not well known among domestic or local people. It is why Tete Batu has a lack of domestic visitors. One of the informants confirmed that:

"I did not see such central information. I think it needs to accommodate again. So, I do not need to research and read any kinds of article or information on the internet" (**Interview with one of the domestic visitors, RH, 5th of May, 2024**).

Thirdly, Tete Batu has a small **market share**. The market share of Tete Batu tourism village is created by foreigners. So, Tete Batu management focused on promoting their product to foreigners so that Tete Batu's market share is only foreign. Due to the COVID-19 pandemic, Tete Batu is empty for visitors because foreigners are hard to reach. Currently, Tete Batu is trying to expand its market share by targeting domestic tourists.

Fourthly, **human resources** are one of the big problems in Tete Batu tourism village. Most of the management and tourism actors in Tete Batu are local people who only have a bit of experience as guides and are members of some local tourism associations. It does not have sufficient human resources who are experts in digital marketing, strategy development, management tourism skills, and so on; they only have the basic skills that they earn from their experiences. It is proven from the dualism management that those dualism management often attend as the obstacle in the internal management of Tete Batu because they often have different visions and missions. Referring to this issue, one of the informants stated:

"Tete Batu tourism village lacks sufficient tourism management skills. this village has two management or local tourism organizations. Those two managements often have different visions missions and strategies. Yet, now on we are starting to deal with this issue and starting to work together" (**Interviewed with one of Tete Batu tourism actors, RA, 10th of September, 2021**).

The provided information clearly shows that one of the weaknesses of Tete Batu refers to the internal **management** of Tete Batu tourism village, in particular the so-called dual management conducted by two local organizations, which often have different perspectives, visions, and missions for developing Tete Batu tourism village.

The last weakness of Tete Batu is the condition of **ancillary services**. The ancillary services in Tete Batu are inadequate. Tete Batu does not have a health center specifically for tourism purposes. It still uses a public health center located far from the destinations in Tete Batu. Tete Batu also does not have a tourism center office that accommodates and serves the needs of visitors. In addition, Tete Batu also lacks public facilities such as toilets, a place to pray, and a rubbish bin.

"tourist service centers, such as tourist information offices and hospitals around the destination, these are our deficiencies. We hope that the government can help us procure an office for the information center so that the information center and health center are located at several points" (**Interviewed with one of Tete Batu tourism actors, Fendi, 1st of May, 2024**).

The information presented above indicates that ancillary services in Tete Batu tourism village are inadequate. However, they try to provide ancillary services by using the Public

Health Centre and using one of the tourism management houses as the information center office.

c. Opportunities

There are several opportunities that Tete Batu can reach, including a larger market share, developing sport tourism as a trending industry, and applying alliance management strategies.

Extending market share, as what has been explained the market share of Tete Batu tourism village is foreign visitors. Yet, Tete Batu tourism village has the opportunity to reach domestic visitors. Based on the interview results, showed that domestic tourists are interested in visiting Tete and love the beauty panorama and some of the destinations, amenities, tourism culture, and various kinds of tourism activities in Tete Batu, but the problem is that Tete Batu does not promote well among domestic visitors.

Secondly, by developing sports tourism, Sport tourism is one of the trending tourism activities, especially in Lombok, Indonesia. Tete Batu is a lucky tourism village that has sports tourism potential. Not all the tourism villages have sports tourism potential to be developed. So that Tete Batu can develop sport tourism as its identity to attract customers, which not all the tourism villages have, some forms of sport tourism can be developed in Tete Batu; they are fun biking under the hills, tracking bike cycles from the top of the hills while enjoying the fresh air and beautiful panoramas, camping, and tracking to Mount Rinjani and Sangkreang.

Lastly, Tete Batu has an opportunity to apply the **alliance management strategy**. The closest competitor to Tete Batu is Kembang Kuning, a tourism village. It is located next to Tete Batu. It offers the same tourism concept, including similar destinations, amenities, culture, and tourism activities; there is almost no differentiation between the two villages. Kembang Kuning was to be the best tourism village in Indonesia in 2021. Due to those facts, Tete Batu has the opportunity to invite Kembang Kuning to apply an alliance management strategy or cooperate to synergize with each other. By applying the alliance strategy, it will erase the competitors and extend the market share.

d. Threats

According to the research results, there are some threats to Tete Batu tourism village: technology, market share, competitors, and the COVID-19 pandemic. **Technology** is one of the biggest threats that Tete Batu should be concerned about. Nowadays, in this digital era, people want to do something simple that they can do online from their homes, such as booking a place to stay, buying travel tour packets, and looking for information to have a better plan. If Tete Batu Tourism Village management does not cope with or improve its technology skills, Tete Batu will lose its market share. The interview data clearly showed that many visitors complained about internet connection, WIFI, and some of the information related to Tete Batu internet.

The second threat from Tete Batu is COVID-19. **COVID-19or**. Kembang Kuning Tourism Village is the closest competitor to Tete Batu. It offers the same tourism village concept, including destination, panorama, waterfalls, culture, amenities, culture, and tradition. It was the best tourism village in Indonesia; it has a good management system and is well supported by the government. So, it is one of the potential threats to Tete Batu tourism village.

e. Development Strategy

Based on the SWOT analysis, the author established some development strategies that Tete Batu would apply. They are extending the local market to domestic visitors, developing four main attractivenesses of the village based on domestic visitors favorable (destinations, amenities, tourism activities, and friendly local people hospitality), developing sports tourism, cooperating with the government to make some basic training and build up facilities, and applying alliance management strategies with competitors (the tourism village of Kembang Kuning).

The first thing that Tete Bate would do is **extend its market share**. As has been explained, currently Tete Batu is empty of visitors because most of the visitors are foreigners, but due to the COVID-19 pandemic, people from all over the world are unable to travel. The thing is, some of the tourism actors in Tete Batu have no income; furthermore, some of them close their tourism businesses and lose their jobs. So, to solve those problems, Tete Batu should try to extend its market share by targeting domestic visitors.

Domestic visitors love to enjoy the destination, such as what Tete Batu tourism village offers, such as a beautiful panorama, green paddy fields, the face of Mount Rinjani, waterfalls, amenities, culture and tradition tourism, and various kinds of tourist activity. Yet, the problem is that Tete Batu is not well known in domestic tourism. It is because Tete Batu management never shares or promotes their tourism products to domestic tourists. With those potential tourism destinations, beautiful amenities, culture, tradition, and diversity of tourism activity, it is easy for Tete Batu to extend their market share and attract domestic visitors. So, Tete Batu will have many visitors.

Secondly, develop the **main attractiveness of Tete Batu**. After promoting and extending market share to domestic visitors, the next strategy that Tete Batu Tourism Village would conduct is to develop four main attractivenesses of Tete Batu. The main attractions of Tete Batu are its **destinations, amenities, diversity of tourism activities, and friendly local hospitality**. Developing the main attractiveness of Tete Batu tourism village based on what domestic visitors' want and perspectives, will hardly attract domestic visitors to visit Tete Batu tourism village.

While developing its tourism attractiveness, Tete Batu needs to add simple things such as providing more facilities in the homestay, such as WIFI or other internet connections; providing a swimming pool so domestic people can swim in the homestay; making a small coffee shop where domestics can gather with their friends while enjoying the beautiful view; building up friendly accessibility to each of the destinations, especially the waterfalls; offering some activities such as family gatherings and fun bike tours. And the last thing that Tete Batu should do is decrease the price of tourism products, both tour products and rent prices for local or domestic visitors. So, the local visitors will feel appreciated, and in the end, they will recommend and promote Tete Batu to their friends, colleagues, and families, mouth-to-mouth.

The third is **developing sports tourism**. Sports tourism is one of the most trending tourism activities, especially in Lombok, Indonesia. Instead of having a beautiful environmental destination, Tete Batu also has great support for tourism potential that can be developed, whereas other tourism villages do not have such resources. So, by developing sport tourism such as fun biking under the hills, riding the bike cycle from the top of the

hills while enjoying the beautiful panorama, tracking to Mount Rinjani, and camping grounds, Tete Batu will be the one tourist village in Lombok that offers sport tourism experiences.

Fourthly, the strategy that Tete Batu can do is to **work with the government** to decrease some internal or external problems, such as accessibility, human resources, technology, and some public facilities. Tete Batu is a tourist village in Lombok, Indonesia, which has good support from the government. So, Tete Batu needs to ask the government to solve some obstacles in Tete Batu. For example, asking the government to provide some basic training for management hospitality, digital marketing, and strategy management tourism village development to improve tourism management or actors' skills. Also, Tete Batu can ask the government to build up some accessibility and provide internet connections to each of the destinations in Tete Batu.

The last strategy that Tete Batu would apply is to conduct alliances with its competitors, which are Kembang Kuning tourism villages. It is the closest competitor, and it offers the same concept and product of tourism. Sometimes they offer the same destination and activities. So, it is great for Tete Batu to apply the alliance management strategy. It will erase the competitor and extend the market share.

So those are some development strategies that Tete Batu might apply to maximize its strengths and decrease some obstacles, as well as have more visitors and reach visitors' satisfaction.

4. Conclusion

The novelty of this research is that it was found that there are many advantages possessed by the tourist destination of Tete Batu village. This makes Tete Batu one of the choices of local, national, and international tourists. The main advantage or strength is that this village is supported by so much natural beauty (diverse tourism destinations) as well as friendly people, tourism activities, and a sports government. However, many deficiencies need to be corrected, which are also of concern to the government. Especially improving the quality and other supporting activities, which in this way will increase the number of visitors to Tete Batu and increase income for the community.

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